

# Beyond 2002

GPO has a proud history, one built on innovation, craftsmanship, scale, flexibility, and a singular dedication to meeting the printing needs of the Federal Government and the information needs of the American people. GPO's middle name—a name we are going to change—gets in the way of our true mission, which is *keeping America informed* by distributing the official information products of the Government, thereby sustaining one of the keystones of our 200-year old experiment in freedom: an enlightened public. The nature of what GPO does, printing—once the world's only mass communications medium—has been eclipsed by revolutionary changes in electronic information technologies, principally the Internet. Where once printing predominated as the means of communication between the Government and the public, new and ever-evolving strategies of communications are not only possible but have become mainstream practices, changing how America is kept informed. GPO is undergoing a transformation that will allow a smooth transition to the new millennium.



## THE TRANSFORMATION HAS BEGUN

### Organizational Alignment Improvements

GPO has implemented an organizational model that is relatively new to the Federal Government but widely used in industry, wherein the chief executive officer (Public Printer) focuses on organizational policy and long-range planning and the second in command (Deputy Public Printer) serves as chief operating officer focusing on the day-to-day operations of the business. Working in collaboration with GPO's senior managers, a new top-level organizational structure, that will be more responsive to the needs of our customers and employees and serve in a transition phase over the next two years, has been completed.

GPO has recently implemented its first employee incentive program in over a decade to reward creativity, dedication, and initiative. Our workforce development budget has increased to \$3 million—just 1.5% of our overall budget, but 5 times the amount previously allocated—to ensure that no one is left behind as the transformation proceeds forward. In addition, our workforce development policy now emphasizes mission-related training, not simply job-related. Our use of digital communications internally has been expanded, and a new Employee Communications Office will provide employees the information needed to do their jobs more effectively.

GPO has established an Office of Innovation and New Technology to harvest information on cutting edge digital information technologies from diverse sources through a variety of methods. This office will then infuse this information to those GPO operations charged with merging new technologies with the needs of GPO and its customers. This new office will guide GPO in the creation of associations with public and private sector entities to carry out its new missions. These types of associations are crucial to the transformation of the GPO.

Another area that has received major attention in the last few months has been GPO's emergency preparedness activities. As part of our new management alignment, greater focus has been placed on Contingency Planning under the direction of GPO's Chief of Staff. Planning for emergency preparedness, protecting GPO employees, and ensuring continuity-of-government operations in concert with similar planning efforts in Congress, Federal agencies, the District of Columbia, and elsewhere, has received high

visibility due to the critical and dangerous times in which we live and work today. GPO is working directly with the House and Senate to ensure continuity of operations in the event of an emergency, and finalizing operational improvements funded through the fiscal year 2001 emergency supplemental.

### Major Focus Being Placed On Customers

A principal goal is to focus all of GPO's operations toward customer service—transforming our operations, however necessary, to help our customers. Meetings have been held with Members of Congress, key congressional staff, Federal agency heads, the heads of Federal operations with congruent missions—such as the Postmaster General, Director of the Bureau of Engraving and Printing, and Director of the Mint, the library and information communities, the printing industry, and others—to win support for the GPO and increase our future business opportunities. GPO will be exploring ways of helping Congress reinvent its information products to expedite its work.

The meetings with the library community at the American Library Association Midwinter Conference in Philadelphia, and at the upcoming Regional Conference of the Depository Library Advisory Council, have created a challenge to develop a new depository library program model that recognizes that more than 50 percent of the information coming into the program is now only in electronic form, never reaching ink-on-paper. This is one of the biggest challenges that confronts GPO and the library community today. Its resolution will directly impact the appropriations that are provided annually for this purpose.

### A New Legislative Agenda To Meet New Challenges

Together with the fiscal year 2004 appropriations request, GPO is seeking two technical legislative changes to Title 44, U.S.C., to improve our ability to attract and retain leadership talent and give us the authority to accept contributions of equipment and services as well as transfer or donate surplus equipment to appropriate entities. Both changes would significantly assist GPO's new vision and transformation.

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Language, requesting a revision to 44 U.S.C. 303, to increase the statutory salary levels of the Public Printer and Deputy Public Printer has been submitted for Congressional consideration. The current levels have been in place for more than a decade and are causing pay compression for GPO's senior level service. Without the ability to compete on a level playing field with executive pay for the rest of the Federal Government, much less with executive pay in the private sector, GPO will not be able to recruit and retain the talent needed to bring change to the GPO.

Authority has been sought to accept contributions of property and services on behalf of the GPO. Currently, GPO is not authorized to accept uncompensated contributions of property and services, and the granting of new authority would enable GPO to accept the placement of prototype equipment for beta-testing and systems trials without requiring a significant Government investment. Such authority would provide the flexibility to evaluate new and emerging technologies onsite in this period of rapid technological change. The language is primarily for placeholder purposes with the recognition that it may be subject to further revision. The acceptance of contributions of property and services would remain subject to the usual limitations covering donations.

Finally, GPO has requested the authority to transfer or donate surplus property. GPO's equipment profile will undergo significant change in the coming period, and the appropriate disposition of surplus property would be facilitated with the authority to transfer or donate surplus property similar to that possessed by the Administrator of the General Services Administration. Currently, when any GPO property is declared surplus it must be sold to the highest competitive bidder. In addition to imposing an administrative burden in the conduct of the sale, this process often results in a price that is extremely low when compared to the actual value of the item when in use. The proposed language would provide GPO with discretionary authority to transfer or donate surplus property to specific governmental and non-profit entities, such as other Federal entities, educational or non-profit institutions as defined by the Internal Revenue Code, or state or local governments. In addition, it would allow us to donate surplus publications rather than destroying them and selling them as scrap paper.



## A NEW GPO IMAGE FOR THE 21<sup>ST</sup> CENTURY

To enhance the focus of GPO's future mission, a new logo has been designed that moves GPO away from printing and into the new millennium, where the emphasis will be digital information processing and multi-media dissemination.

While printing will not disappear in our lifetime, its role in our lives—and in the lives of GPO's customers—has been forever changed. GPO is now in a period where there is a great need to sort out what continues to belong in print and what best belongs in information retrieval systems that allow the public to define their own information needs, then search against databases of information that GPO constructs to retrieve only what they need, only when they need it. Therein lies the challenge for GPO. Like every other manufacturing business in America, GPO must reinvent itself if it is to remain relevant and viable for the future. GPO must take a new look at the changing and emerging information needs of its customers and develop a deeper understanding of its true strengths so that we can strategically plan for and build a new business model that will allow GPO to meet its customers' information demands. The new plan will present a new vision of GPO, establish specific and measurable short- and long-term goals and objectives, and contain budget and timetable details. The change to the new GPO is now in motion.



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